

# Des Moines Police Department Response to Matrix Report

#	Key Finding	Key Recommendation
1 (Page 3)	The DMPD has not established a target for proactive time in order to assess patrol staffing levels, as well as determine the capacity to engage in targeted proactive enforcement.	The Police Department should formally adopt a 45% proactive target for patrol services.
	<p><b>Police Response</b></p> <p>The findings of the Matrix report show us to be at a 65% proactive time. This amount varies dramatically depending upon the time of day. The target percentage should place the department in the 45% range according to the Matrix report. The police department understands the methodology and data used by Matrix to arrive at the listed percentage. This data was primarily derived by data tracked in CAD (computer automated dispatch) and the times tracked and logged for each CFS (Call for Service). However, because of efficiency measures adopted and in use by the police department, primarily to reduce the per call contract dispatch cost, significant activity is not captured in Matrix's report. Here are several examples of efficiencies done by the police department and not captured in the Matrix document:</p> <ul style="list-style-type: none"> <li>• Service of court orders - A good example of this would be service of court orders. When the court order is received, it is logged and an incident is opened in CAD for the service of that order. Frequently multiple attempts are needed to serve the order. As an efficiency measure and to avoid additional costs from Valley Com, our officers will reopen the original CAD incident, every time service is attempted. Service may be attempted up to 15 times in some cases. By doing this, the police department is saving Valley Com incident billing fees on each service attempt. These fees save the department \$30.78 for each service attempt.</li> <li>• We initiated directed patrol activity on the Highline Community College campus addressing quality of life and criminal activity in both of our DMPD's and HCC's Strategic Plans. Again, in an effort to save the costs of a call for service, we have been logging our time on duty / on campus via our own record's unit. In 2010, we logged 546 incidents of being on campus that were not reflected in CAD. By logging these in this manner, we saved the department and the city \$16,805 in CAD calls for service.</li> <li>• In 2010, the Police department formally adopted the new department manuals that have been in development for the last 3 years. The adoption and implementation of these manuals required all department staff to spend approximately 60 hours each in reading, understanding and acknowledging these major policy changes. The manual is a 412</li> </ul>	

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	<p>page policy document.</p> <p>In addition, the core group of employees, including command staff that re-wrote and developed the new manuals, had significant time investment in the process which could easily account for hundreds of hours a year.</p> <p>There are other examples of efficiencies and cost saving measures implemented by the department which can be presented and discussed with council. All of the bullet points listed above, as well as other measures adopted, were explained to and given to Matrix in the research portion / interview portion of their evaluation of the department.</p> <p>We have updated the Strategic Plan for 2012; however it has not been finalized in anticipation of incorporating some of the recommendations from Matrix. We agree more directed activity should be a goal of the department. We also agree we need to be more effective in tracking/capturing time spent on this activities, keeping in mind the costs associated with using CAD to track activity (\$30.78 per incident). The Strategic Plan will also be guidance for staff for proactive as well as directed or targeted patrol functions. In November of 2010, we started capturing some patrol activity more accurately which will give us a better picture of true proactive time available.</p> <p>We do recognize our abilities to improve our use of proactive time in more directed patrol activities which we believe will produce more measurable results. We are developing alternative strategies to better track and account for proactive time and compare it to the data used by Matrix.</p>	

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<p style="text-align: center;"><b>2</b> <b>(Page 3)</b></p>	<p>The overall proactive time based on community generated calls for service, the time required to handle the workloads, and officer availability, is approximately 65%, indicating the opportunity to reduce / reallocate resources as appropriate.</p>	<p>The Police Department should authorize a total of 16 police officer positions for patrol and reduce / reallocate 4 authorized police officer positions as necessary.</p> <p>The Police Department should target the minimum patrol staffing level to be 3 police officers per hour.</p>
	<p><b>Police Response</b></p> <p>Any adjustments to the staffing models will have implications in a variety of areas. These include labor agreements, grant obligations, and levy lid lift requirements. These elements should be carefully examined prior to staff reductions or changes. For example, in the DOJ COPS Retention Grant under Terms and Conditions it states the following: "At the time of grant application, the grantee committed to retaining all CHRP officer positions awarded with State and / or local funds for a minimum of 12 months at the conclusion of the 36 months of Federal funding for each position, over and above the number of locally funded positions that would have existed in absence of the grant. You can not satisfy the retention requirements by using CHRP positions to fill vacancies from attrition." We also believe as commented in our response to finding #1, the amount of proactive time measured by Matrix is over estimated and not in the 65% range.</p> <p>We also need to be mindful the department operates as part of an overall system. Changes in one area of the department will have operational impact to other areas of the department. Currently, staffing on patrol teams are a sergeant and 4 officers on 2 teams and a sergeant and 5 officers of the other 2 teams. All the patrol teams would be at a sergeant and 5 offices if we did not have 1 officer at the Criminal Justice Training Commission and another officer as a School Resource Officer. Initially we were allowed and funded to back fill these specialty assignments but those positions were eliminated when staffing reductions were made due to budget cuts. In order to keep these assignments (SRO and Academy) it required cuts to two patrol team positions. If we accepted the Matrix recommendation, we would only have 2 other officers to reallocate to other functions, not 4 as they recommended, unless the 2 special assignments were returned and completely funded. Commonly, because of training, vacation, holiday, sick leave, Kelly time, comp time, or injuries, most teams operate at the minimum staffing of 4 officers now. The 2 shorter teams will frequently operate with 3 patrol officers and a sergeant when 1 team member is absent. In many cases, overtime</p>	

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	<p>shifts are necessary to maintain officer safety standards and minimum staffing levels. Attached you will find an organizational chart to reflect assignment and staffing numbers. We do not feel operating patrol levels at 3 officers for almost 30,000 citizens is adequate for the policing environment we are addressing. It is also very critical we staff at a level to adequately address the safety of the officers in their dealings of the many of the volatile issues they face daily.</p> <p>The staffing model and practices currently used by the department has given the department a consistent and speedy response time to emergency events as well as a measured lower Part I Crime Rate than any jurisdiction in South King County. Attached is the 2010 WASPC crime data report which reflects the part one crime rate for Des Moines in comparison to our surrounding jurisdictions.</p>
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<b>3</b> <b>(Page 3)</b>	Based on the current reporting block and district design, there is not only an imbalance in calls for service volume among the districts, but also the total number of districts should also be reduced to promote greater accountability.	The Police Department should consolidate from 4 Patrol Districts to 3 Patrol Districts, with each District assigned at least one police officer per shift.
	<b>Police Response</b>  Over the last few years Des Moines has taken on 13 different annexations. In all of these annexations citizens have requested higher police presence and faster response times. In late 1990, the police department examined crime data and created patrol districts to include the new Redondo annexation. By doing so, we created geographic data capture areas which we used to create patrol assignments and districts. This was done to help keep patrol officers closer to assigned geographical areas for higher presence and faster response. The districts were originally designed based on call volume data and geographic considerations. Because of limited staffing DMPD does not maintain strict beat integrity as used by some departments. This is because officers frequently need to back each other up on calls. Also if we strictly required officers to stay within these beat areas, it would be extremely difficult to address systemic problem areas within various districts that frequently demand additional resources. This is an area we are studying to determine whether we need to modify districts by either call volume or available response times. This topic of districts is going to be researched at Northwestern University with a paper being completed by the end of 2011.	

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<p style="text-align: center;"><b>4</b> <b>(Page 3)</b></p>	<p>The level of officer-initiated activity is below industry standards of efficiency and effectiveness, indicating an opportunity to enhance the utilization and role of patrol operations in the delivery of public safety services.</p>	<p>The Police Department should adopt a performance measure regarding the number of self-initiated activities conducted on an hourly basis.</p>
	<p><b>Police Response</b></p> <p>The department does have a Strategic Plan in place that addresses goals and objectives with regards to officer activity. The department acknowledges we need to do a more effective job in measuring those outcomes. In doing so, we must ensure we do not create a de-facto quota system.</p> <p>The measures used my Matrix in counting traffic stops, field contacts, and other officer initiated activity does not truly reflect all officer initiated activity. The contacts reflected by the Matrix report were a measure of CAD incidents tracked by Valley Com. Once again, in an effort to be efficient and reduce Valley Com costs, officers are involved in activity that frequently does not get captured in CAD thus it is not measured in the Matrix report.</p> <p>To illustrate, if we were to follow the Matrix recommendation of one self initiated activity on an hourly basis and have that tracked by CAD, it would cost an additional dispatch contract billing to the department of \$1,078,531. This is formulated at 4 officers per shift X 12 hour shift X 2 shifts (AM/PM) X 365 days yearly X \$30.78 (fee for each CFS). Recognizing the potential costs in tracking activity in CAD, the department is exploring alternative methods to track self initiated activities. These potential alternatives will be researched and incorporated in the 2012 Strategic Plan as applicable.</p>	

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<b>5</b> <b>(Page 4)</b>	The DMPD has not fully established a comprehensive approach for community policing in order to enhance accountability of patrol operations and to improve the overall delivery of public safety services in the City of Des Moines.	The Police Department should continue formalizing and implementing a comprehensive community-policing strategy.
	<b>Police Response</b>  Since 2006, the police department has had a Strategic Plan in place that addresses community oriented policing issues. This plan is a living document that is updated annually to reflect changing levels of resources (for example, the reduction of 11 FTE's within the police department in 2010), and current community oriented policing issues affecting our community. The community policing strategy identified by Matrix on pages 38 and 39 of this report have for the most part already been adopted or are in use by the department in the Strategic Plan or in our COP activities. Matrix did recommend use of a community policing tool which they call a Tactical Action Plan which we have never seen before but is certainly worth further examination and possible implementation.	

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<b>6</b> <b>(Page 4)</b>	There is no formal mechanism to not only evaluate the effectiveness of police officers deployed in the field, but identify and measure the types and levels of crime activity.	Implement the utilization of patrol officer Tactical Action Plans or Community-Oriented Policing Projects as a tool for sergeants to better monitor activity and manage / measure the effectiveness of officer proactive time.
	<b>Police Response</b>  We agree with the recommendation from Matrix and are reviewing the processes they recommend. For purposes of clarity it is important to note officers are formally evaluated in a variety of criteria and it is documented in a written evaluation. See comments from Number 5.	



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<p style="text-align: center;"><b>7</b> <b>(Page 4)</b></p>	<p>The DMPD currently addresses approximately 6% of total community generated calls for service with alternative service delivery (i.e., the online reporting system). However, based on best practices, the DMPD should be targeting between 20% to 30% of calls for service being handled through alternative means.</p> <p>The DMPD does not fully utilize the non-sworn Community Service Officer positions to address calls for service in the field. Per the analysis of data, the vast majority of calls for service are Priority 3 and Priority 4, indicating opportunities for alternative service delivery (versus the use of sworn personnel on all calls).</p>	<p>The Police Department should target up to 30% of calls for service being handled by alternative service delivery methods.</p> <p>The Police Department should re-allocate at least 1 of its existing Community Service Officer positions from the Support Division to the Operations Division.</p> <p>The Police Department should authorize 1 additional Community Service Officer position and allocate to the Operations Division.</p>
	<p><b>Police Response</b></p> <p>This finding has to do a lot with service level expectations and what the public wants in the way of police responses and services. We agree we need to expand our efforts and try to better inform and educate the community on alternative reporting methods such as online reporting. A focus and emphasis the department has employed was to not only use alternative reporting but to eliminate the call for service entirely.</p> <p>For example:</p> <ul style="list-style-type: none"> <li>• Instead of taking gas drive off reports, the department worked with service stations to require pre-payment to eliminate the problem of gas drive offs. By eliminating a call for service, we not only save a crime from being committed, we save the cost associated with investigating the crime, and the cost of dispatching / CAD services.</li> <li>• The police department/city's alarm program that has successfully eliminated numerous dispatched calls for service to unnecessary alarms.</li> <li>• Years ago the department adopted a partnership with businesses and rental properties to address illegal activity on their properties caused by people loitering. This trespass program has had a significant effect on reducing calls for service as people are warned by signage and arrest to not loiter where they are unwanted.</li> </ul>	

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- The police department has worked with council and the courts to adopt and enforce SOAP (Stay Out of Areas of Prostitution) and SODA (Stay Out of Drug Areas) zones within the city to help restrict criminal activity with the penalty of arrest. This has also helped to reduce calls for service.

Over the years, the department has spent a lot of time on community oriented policing strategies to eliminate the call for service permanently rather than simply providing an alternative means to report it. The above bullet points reflect the process of eliminating the call for service at the source rather than the symptom.

However, we do agree with the Matrix report stating we should continue to explore other alternatives for reporting minor events such as possibly providing mail in reports for people that do not have computer access or having Records Specialists assist callers to complete on line reports when the person does not have the means to complete an on line report.

Many of the recommendations by Matrix outline the need to reeducate the community in the way reports are taken and how police interactions occur in relation to criminal activity. Much of this would be a change of what currently is experienced by our community in how they interact with law enforcement and their expectations in times where crime reports or intervention are needed. This could also involve a policy decision by elected officials requiring mandatory alternatives to filing police reports. In addition, this may also include modifications of crime thresholds for accepting crime reports that do not meet filing standards adopted by the prosecutor's office.

The Matrix report recommends moving a CSO from Support Services to Operations to help handle low priority calls. The department does not believe this is practical because of the random way in which calls are received over a 24/7 basis. This would be calls would be stacked and the reporting person contacted at a much later time. This obviously would greatly increase response time and might not meet the service expectation of the community. The Matrix report also does not specify what would be done with the multitude of programs and community activities currently handled by the existing position.

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<b>8</b> <b>(Page 4)</b>	There are opportunities to enhance the utilization of the Animal Control Officer and the Community Service Officers, as well as to cross-train to support all elements of code enforcement to the extent possible.	The Police Department should continue identifying opportunities for the Community Service Officers to assist the Animal Control Officer as necessary.
	<b>Police Response</b>  The department agrees with the Matrix report that we can continue to explore opportunities to improve animal control services by identifying opportunities to use CSO's in some of those capacities. This will require additional research and negotiation because of labor agreements, job classifications, differing pay rates, Civil Service regulations and training. We have already taken steps in this direction with the training of 1 CSO who recently attended an Animal Control Academy.	

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<p style="text-align: center;"><b>9</b> <b>(Page 4)</b></p>	<p>Based on various indicators of detective staffing levels, the DMPD has the opportunity to reduce / reallocate detective positions to better meet industry standards.</p>	<p>The Police Department should reduce / reallocate 1 Detective position as appropriate.</p>
	<p><b>Police Response</b></p> <p>We strongly disagree with this recommendation.</p> <p>Our detective unit because of staffing, typically only investigates felony person crimes and felony in-custody property crimes (Murder, Robbery, Assault 1<sup>st</sup> degree, Assault 2<sup>nd</sup> degree, Assault 3<sup>rd</sup> degree, Assault 4<sup>th</sup> degree, Felony Order Violations, Rapes, Kidnapping, Sex Crimes, Child Protective Services Investigations, Adult Protective Services Investigations, Arson, Felony Weapon Violations, etc.). All other property crime and misdemeanor person crime investigations are initiated and followed up on by patrol officers. (Again, patrol time not tracked in the Matrix report.) We do not have investigators specifically assigned to investigate property crimes. We feel this is a huge disservice to our community. We know for instance with property crimes, the successful resolution of one property crime typically involves an offender who is involved in many other similar property offenses. If we were to follow up more aggressively on property crime offenses, we would have a much greater impact on the overall reduction of property crimes occurring in Des Moines.</p> <p>On page 57 of the Matrix report, they state “based on this indicator, the number of assigned detectives in the Des Moines Police Department is, at minimum, adequate to address case loads.” The Matrix report reflects an average case load for Des Moines detectives of 317. According to the information they provided regarding other agencies, the average is 330.8. It is significant to note, we actually fall mid-range in the list of 17 agencies shown and we fall 10<sup>th</sup> in that list. Moreover, while Des Moines PD, because of staffing does not typically handle the follow up investigations of property crimes, the agencies listed by Matrix do include property crimes investigations.</p> <p>Crimes against persons which by necessity continues to be the focus of our investigation unit typically are much more complex and time intensive than property crime to investigate. It is routine, in many agencies, for property crime detectives to have a much higher case load than a person crimes investigator. Several of the agencies listed in the Matrix report are also from California, where it is very common to have investigators assigned to the district attorney’s office. These investigators will often handle follow up work requested by the prosecutor office whereas in Washington it is the</p>	

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	<p>responsibility of the department's investigator. Nine of the 17 agencies listed in the table from the Matrix report are from California.</p> <p>To illustrate, an example would be the last homicide in Des Moines, easily tied up the primary detective for 6 months. Much of this valuable and required work has been at the direction of the prosecutor's office coming after the case was submitted for charging.</p> <p>If the industry standard is 330.8 cases a year and currently our detectives handle 317 cases a year, to remove an employee from the detective unit would push our case load to 422.6 cases per investigator, well above the average. The Matrix report is silent about this point and again does not account for the fact these investigations would primarily be more complex crimes against persons.</p>
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<p><b>10</b> <b>(Page 4)</b></p>	<p>The DMPD does not utilize non-sworn personnel to support follow-up investigations. Many law enforcement agencies from across the country has successfully implemented the use of non-sworn personnel to support detective resources in the follow-up of investigations.</p>	<p>The Police Department should re-allocate 1 of its existing Community Service Officer positions to the Detectives unit.</p>
	<p><b>Police Response</b></p> <p>The Matrix report recommends the reallocation of 1 CSO to the detective unit. The report does not specify what would be done with the multitude of programs and community activities currently handled by the existing position.</p> <p>Community Service Officers do not have the same level of training and certificates as experienced commissioned police officers who go into the investigations unit. Matrix has recommended a current CSO be reallocated to the investigations unit to assist in investigations and is silent on what to do with their existing duties. In this report, Matrix uses comparisons of Los Angeles County Sherriff Department, Arizona Department of Public Safety, the City of Brea California and the City of Anaheim as cities who utilize civilian positions for burglary, economic crimes and missing persons. (ref pg. 59 of the report) They indicated, for example, in the City of Anaheim that 12% of the investigated cases went to civilian personnel. Our department is nowhere close to the size and scope of crime activity as compared to these other cities. The caseload to support a civilian position in the detective unit which only investigates person crimes is not significant enough to fully dedicate this position. There may be opportunities to expand the evidence tech position to better support the investigation unit in processing crime scenes and non-criminal person crimes (i.e. missing persons and runaways) and other support functions.</p> <p>Another aspect of the workload currently handled by our investigative unit not captured or reflected by the Matrix report is the review of Child Protective and Adult Protective referrals that come to the department to determine if criminality is involved.</p>	

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<p><b>11</b> <b>(Page 5)</b></p>	<p>Although the staffing levels and overall operations of the Records unit are appropriate given the service expectation of a 24-hour / 7-day per week operation, the cost / benefit analysis indicates the City can achieve cost savings by reducing the hours of operation and re-allocate tasks and activities to existing personnel to absorb.</p>	<p>The Police Department should discontinue the operation of a 24-hour / 7-day per week Records Section, and operate Monday through Friday from 0800 to 2000.</p> <p>The Police Department should staff a minimum of 2 Records Specialists per working hour of the Records Section, requiring the allocation of 4 full-time equivalents.</p>
	<p><b>Police Response</b></p> <p>The police department has experimented twice with closing the records unit at night and not operating on a 24 hour basis. The first time with Mercer Island and the second time with Federal Way. On both occasions it proved to be too impractical and too costly to maintain the ventures. In the last transfer of records with the City of Federal Way Police Department, it was cheaper to staff our own records unit 24/7 and bring the records home, than it was to pay the additional costs of contracting these services out. It was also council's desire to have a City of Des Moines building open 24/7 for the members of this community if needed.</p> <p>Police departments maintain a variety of original records which can include arrest warrants, records of stolen vehicles, guns or other property, missing persons to include juvenile runaways, and a variety of court orders such as Domestic Violence Protection Orders, Anti Harassment Orders, No Contact Orders, etc. Under Federal and State guidelines, we are required to validate inquiries of these records from the original documents and we are required to do so within specific time frames such as 10 minutes for an occupied stolen vehicle. It is our opinion based on the volume of records we maintain it would be unreasonable for an officer to come to the station to handle records related duties. Officers may already be engaged in the field or be out of the area to respond within the time requirements. Officers would also need additional training to achieve a higher state required certification necessary for the records related duties.</p> <p>Matrix, on page 64, states the impact of reducing the hours would only equate to 182 incidents for data requirements for stolen vehicle / recoveries and missing persons, therefore they recommended cutting the hours to Monday through Friday 08:00 am to 08:00 pm. The savings suggested by Matrix with</p>	

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	<p>this reduction would be \$129,365 annually. Ten years ago we were paying the City of Federal Way nearly double that for maintaining our records before they requested additional monies.</p> <p>Matrix based their recommendations for reducing hours in the records unit based on the entry of stolen vehicles and missing persons. This does not account for the other duties the Record's unit performs which Matrix has listed on page 60 of their report and is shown below.</p> <p>“On a 24 / 7 basis, the DMPD Records Specialists provide staffing at the front counter and answering the Department business lines, routing phone calls, taking messages, etc., transcribing any digital statement recordings made by the officers from witness, suspect, and victims interviews, making entries into NCIC and WASIC (warrants, orders, stolen cars, missing people, stolen property, etc.), and inputting alarm permit application information into RMS, NCIC validations, fingerprint processing between the State and FBI, records retention, UCR data entry, etc.”</p> <p>They also make no recommendations or cost analysis for the movement of the mandatory records functions during the hours of closure.</p> <p>The agencies surrounding Des Moines, such as Federal Way, Auburn, Kent, Tukwila, Renton, Burien, SeaTac all maintain records data functions 24/7 and the critical records are maintained within their jurisdiction. Records for SeaTac and Burien are maintained by King County Data.</p> <p>One of the efficiencies the City may wish to explore and promote is the regionalization of records services on a model similar to SCORE and Valley Com. One example of regionalized records services is LESA Records which serves many of the agencies in Pierce County.</p>
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<b>12</b> <b>(Page 5)</b>	The Records Section does not formally track workload and report performance data to the Office Manager and / or the Support Division Commander.	The Records Section should develop a workload reporting system which provides the Office Manager and / or Support Division Commander with sufficient data to manage effectively.
	<b>Police Response</b>  The department agrees with this recommendation and will seek to incorporate and implement this recommendation into the Strategic Plan for 2012.	

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<b>13</b> <b>(Page 5)</b>	The Records Section has not developed formal performance objectives for internal or external customers.	The Records Section should develop goals and objectives and link those to performance to ensure accountability of staff, as well as effective use and allocation of resources.
	<b>Police Response</b>  There are performance standards in place and personnel evaluations are conducted on personnel. We do agree with the recommendations made by Matrix and the examples provided on Page 68. In addition, the department agrees more internal audits should be conducted to ensure compliance with already published guidelines. This also can be incorporated into the 2012 Strategic Plan.	

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<b>14</b> <b>(Page 5)</b>	Per the employee survey, there are significant issues relating to organizational and management ability to make decisions in a timely manner, holding personnel accountable, resolving problems quickly, and lacking a clear vision and direction for the future.	Continue to implement programs, policies, and procedures which promote greater consistency and accountability among all staff.
	<b>Police Response</b> We agree we can improve in this area. Currently, the Des Moines Police Department is updating the department manual with legal updates and best practices. We are preparing to finalize and implement a new employee's evaluation process consistent with changes made to the department manual. We have finished the re-write of the Strategic Plan (minus the Matrix recommendations) which will give guidance and direction to staff. We have finished operations manuals and procedure bulletins for the following units: Evidence, Animal Control, Sergeant, and Detective which we hope to implement in this next Strategic Plan cycle. We also have plans to update operations manuals for Patrol and Records. These manuals are designed to provide specific guidance and direction to staff relating to their job duties. In the last 12 months and continuing today, we are working to provide direction and guidance where the manuals were previously antiquated, silent and inconsistent.	

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<p><b>15</b> <b>(Page 5)</b></p>	<p>In general, the spans of control between management / supervisor positions and direct reports are appropriate, however, there are some positions that should be consolidate to better meet efficient spans of control.</p>	<p>The Police Department should consolidate the Administrative Sergeant position and the Professional Standards Sergeant position and re-assign professional standards tasks and activities as appropriate.</p>
	<p><b>Police Response</b></p> <p>The police department does not support this recommendation.</p> <p>In portions of the Matrix report, they have identified concerns regarding accountability and consistency in areas of the department. This is why we have a person in Professional Standards and continue to see the growing benefits of the Professional Standards Sergeant position.</p> <p>One of the primary roles of the Professional Standards Sergeant is to conduct internal investigations on alleged misconduct or policy violations. Due to the complexity of labor agreements and labor law, these investigations require an individual who is experienced, trained and trusted to handle a variety of confidential matters. An example of the complexity would include a recent allegation of employee misconduct which took 4 months to thoroughly investigate. This position is also to perform audits of internal controls and management of personnel records. This person also serves as the department PIO. Another important role for the Professional Standards unit is to investigate, track and respond to external citizen complaints. This is an important and high priority for the department and provides for accountability of government to the public.</p> <p>The Administrative Sergeant's duties are extremely numerous and varied. These include emergency management, training, grant management and application, research and policy development, inventory control, strategic planning. They also serve as department liaison for many external related contacts and committees. This includes Valley Com and their dispatch protocols to include significant work regarding CAD upgrade and GEO address verification. This position also serves as the liaison and contact for CJTC (Criminal Justice Training Commission) regarding law enforcement certifications and training, represents the city and department at emergency management related meetings and training, liaison with South King Fire and Rescue, responsibility for development and revisions of the city's emergency management policies, plans and programs to include Comprehensive Emergency Management Plan and Hazard Mitigation Plan. Administrator for</p>	

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	<p>the department's' online reporting system, electronic policy review and signature software, responsible to assist with policy develop, implementation, and documentation. This position is also the liaison for Highline Community College regarding their security program and Strategic Plan. We were actually examining ways to remove some responsibilities from this position because of too much workload.</p> <p><b><i>The following two descriptions are job descriptions from the department manual describing full duties and functions of the Professional Standards Sergeant and the Admin Sergeant assignments.</i></b></p> <p><b>PROFESSIONAL STANDARDS SERGEANT</b></p> <p><b>Nature of Work:</b></p> <p>In addition to the responsibilities noted under the Des Moines Police Department Police Patrol Sergeant position the Professional Standards Sergeant will maintain additional duties and responsibilities.</p> <p><b>Job Duties &amp; Responsibilities:</b></p> <ul style="list-style-type: none"><li>• Document and investigate allegations of misconduct involving commissioned, reserve, and non-commissioned Des Moines Police Department employees.</li><li>• Review complaint information and clarification of specific allegations both criminal and non-criminal, Racial Profiling/Bias, domestic violence incidents involving commissioned staff, and ADA alleged Americans with Disabilities inquiries involving staff members.</li><li>• Conduct use of force reviews at direction of Division Commander.</li><li>• Review of and Maintenance of all use of force reports.</li><li>• Conduct follow up interviews with complainants to confirm allegations and identify additional witnesses.</li><li>• Maintain a chronological record of all actions pertaining to the investigation.</li><li>• Conduct on-site visits to gather additional information or photographs of the incident location, or identify possible witnesses.</li><li>• Coordinate with other investigators, the City of Des Moines Legal Department, King County Prosecutors Office, other department investigators, supervisors or command staff.</li><li>• Obtain necessary medical, MDC, Valley Communications, jail records or other information pertinent to the incident under investigation.</li><li>• Preparing and planning interviews of department members who are either named in the complaint or identified as witnesses.</li><li>• Insuring that interviews of department members are conducted professionally in accordance with the Collective Bargaining Agreement.</li><li>• Prepare detailed interview reports and summary reports of the investigation.</li><li>• Provide input to various policy, procedural and training issues.</li><li>• Conduct periodic roll call training regarding internal investigations and complaints, answer questions, and provide tips on improved performance.</li></ul>
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- Represent the Des Moines Police Department with the public and other agencies.
- Consult with and provide assistance to outside agencies regarding sensitive investigations and employee performance problems.
- Conduct Administrative Investigations into officer involved shootings or use of force incidents as directed by the Chief of Police or Command staff.
- Compile all relevant information and reports necessary for the Department to determine compliance with applicable policies by department members in accordance with the Collective Bargaining Agreement.
- Monitor Racial/Bias based Profiling, to include the documentation of demographic data, traffic stops and ensure that racial profiling is not occurring.
- Provide to the Chief of Police an annual report each January of complaints made to the department. This report shall include any reports or claims of racial basis or profiling and the findings of the complaints.
- Conduct unannounced inspections of property storage areas at least annually as directed by the Chief of Police or Command staff.
- Conduct quarterly audits of evidence held by the department at the direction of the Division Commander.
- Conduct quarterly audits of controlled samples provided to the Des Moines Police Department Narcotics K9 team to include inspection, weight, and testing.
- Security and maintenance of personnel files for commissioned and non-commissioned department members.
- Supervision of the PTO/FTO program and maintenance of associated records for this program.
- Control, issuance and maintenance of Police Department access devices and identification cards.
- Other duties as assigned.

### **ADMINISTRATIVE SERGEANT**

#### **Nature of Work:**

In addition to the responsibilities of a Police Sergeant, the Administrative Sergeant has the additional duties and responsibilities of coordinating the department's training function as well as duties specific to equipment, policy revision, emergency management, supervision of the Community Service Unit, and other special projects as assigned by command staff.

#### **Training:**

- Maintains departmental training records by reviewing individual's training files for content and accuracy, noting deficiencies, and entering data.
- Works with command staff and training officers to establish an annual

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	<p>training calendar for all mandatory training for the year.</p> <ul style="list-style-type: none"><li>• Coordinates in-service training.</li><li>• Works with other department supervisors when scheduling their employees for training.</li><li>• Registers department staff for training and arranges for travel, lodging and expenses.</li><li>• Liaison with other area training officers and the Criminal Justice Training Commission for training related issues.</li><li>• Maintains up-to-date knowledge of current training trends and available material to ensure compliance with mandated standards.</li><li>• Completes necessary documentation for yearly CJTC audit of commissioned staff training records to ensure compliance with state standards.</li></ul> <p><b>Equipment:</b></p> <ul style="list-style-type: none"><li>• Manages the purchasing and supply operations of the department. This includes the ordering and restocking of basic supplies.</li><li>• Responsible for the research and ordering of equipment and/or uniforms as required.</li><li>• Responsible for the inventory and maintenance of equipment.</li><li>• Responsible for maintaining critical supplies not currently in use including: firearms, radios, and other equipment deemed to be of high value or critical in nature.</li></ul> <p><b>Policy Manual:</b></p> <ul style="list-style-type: none"><li>• Reviews and recommends changes to the Department policy manual.</li><li>• Develops, formulates, and implements Department policies, procedures, and operating practices, revising, amending, and interpreting as necessary and making recommendations to command staff.</li></ul> <p><b>Emergency Management:</b></p> <ul style="list-style-type: none"><li>• Provides day to day supervision of the City of Des Moines Emergency Management Program.</li><li>• Development and revision of City emergency management policies, plans and programs. This includes but is not limited to the Comprehensive Emergency Management Plan and Hazard Mitigation Plan.</li><li>• Responsible to respond during an emergency to provide support and supervision as required in the Emergency Operations Center.</li><li>• Conducts emergency management training for Department and City staff as well as citizen groups or organizations.</li><li>• Represents the City and Department at emergency management related meetings and training.</li><li>• Liaison officer with South King Fire and Rescue on emergency management</li></ul>
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	<p>related programs.</p> <p><b>Supervision of Community Service Unit:</b></p> <ul style="list-style-type: none"><li>• Supervises and coordinates the performance of personnel assigned to the Community Service Unit.</li><li>• Oversees the programs and projects assigned to the Community Service Unit.</li><li>• Has a basic understanding of crime prevention techniques and programs in order to evaluate their usefulness to the Department.</li><li>• Attend community meetings and functions with Community Service Unit personnel representing the Department and City.</li></ul> <p><b>Special Projects, Assignments and other duties as assigned:</b></p> <ul style="list-style-type: none"><li>• Undertakes major assignments, including short and long term projects, and accepts additional responsibilities as directed by command staff.</li><li>• Compile, analyze, report, and implement projects or programs on various issues for command staff.</li><li>• Responsible for seeking and writing grants on behalf of the Department and for the administration of those grants for which the Department receives.</li><li>• Administrative coordinator for the department online reporting system (CopLogic).</li><li>• Administrative coordinator for the department electronic policy review and signature software (PowerDMS).</li><li>• Liaison officer with Valley Communications Center. This includes new CAD and MobileCom development, training and implementation as well as day to day issues or new training requirements.</li><li>• Represents the Chief of Police as requested at various events, meetings, or boards.</li><li>• Assists with the development of the Department's annual budget when requested.</li><li>• Assists with the development operational plans for special events requiring police services.</li></ul> <p>Matrix has expressed concern that supervisors must be responsible for support staff below them in their comments about span of control. The Professional Standards Sergeant and Administrative Sergeant positions are in their nature semi management positions and positions requiring a high degree of skill, experience and trust. Supervision of staff is only one component to the responsibility of being a sergeant. In the matter of these positions, Professional Standards and Admin Sergeant, it is the industry standard that they hold a rank and title above those of the line staff. Many times during investigations, audits, emergency management events, and training events they have to give directions and orders to individuals and subordinates to comply.</p>
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<b>16</b> <b>(Page 5)</b>	Preliminary cost estimates suggest the City of Des Moines may experience potential savings of between \$700,000 to \$1.2 Million if they contracted out to another agency, including the City of Federal Way, the City of Kent, or the King County Sheriffs Office	The City of Des Moines should obtain formal proposals from surrounding law enforcement agencies for the provision of law enforcement services.
	<b>City Manager Response</b>  If the City Council direction is to request formal proposals from surrounding law enforcement agencies, it is critical that the City clearly delineate the exact services and expected levels of those services. Examples of service levels to include are:, number of patrol hours, which cases to investigate, amount of traffic enforcement and self-initiated activity; experience and training levels of officers providing service; extent of administrative control; expected community involvement and visibility , etc. In addition, the City would need to clarify that the contract would be predicated on a static formula based on measurable criteria such as calls for service, population, operating budget, assessed evaluation, etc. in order to assure affordability in outlying years and budget consistency.	